

DD/A Registry  
File *Training*

20 MAY 1977

Dean Lawrence E. Fouraker  
Harvard Business School  
Soldiers Field  
Boston, MA 02163

Dear Dean Fouraker:

STATINTL The Agency Training Selection Board met last week and selected [REDACTED] GS-18, the Director of our Office of Development and Engineering in the Science and Technology Directorate.

STATINTL [REDACTED] entered the Agency in April 1951. During his 26 years of service, he has demonstrated exceptional ability both in the technical fields and as a manager. In 1970, he was awarded the Intelligence Medal of Merit in recognition of his key contribution to the management of the design and development of a sophisticated technical collection system. His assignments in office-level managerial positions have been met with like success.

STATINTL [REDACTED] has been selected by the Agency for this training program based on the contribution he can make to the program, as well as the benefits he will derive and put to use as a result of participating in it. [REDACTED] application is enclosed.

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[REDACTED]  
Harry E. Fitzwater  
Chairman  
Training Selection Board

Enclosure

Distribution:

- Orig - Addressee, w/encl.
- 1 - STO/DDS&T, w/cy basics, w/o encl.
- 1 - ER thru DDA, w/cy basics, w/encl.

DD/A Registry

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File *Training*

77-299/2A

6 MAY 1977

Dear Larry,

Thanks so much for your letter of March 30th. I apologize for taking so long to reply.

To begin with, we will be happy to send someone to the program for Senior Managers in Government. From that initial experience perhaps we can talk more of the basic concept. Although I continue to fear that you will have immense bureaucratic hurdles to encounter, including the existence of a number of competitive operations that are presently ongoing, I will watch this pilot project with excitement.

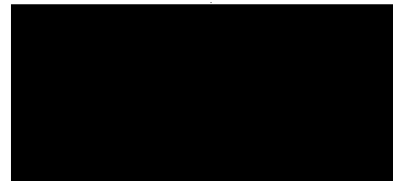
I have, as a result of our conversation, researched the school that I mentioned which already exists at Monterrey. I have obtained, and am enclosing, some of their literature just so that you can get an idea of what they are doing.

I most appreciate your notation of the three names of up and coming executives. It so happens that I worked for a short while with Bill George when he was in the Navy Department just before he left to go to Litton. By coincidence, he's dropping in to see me next week at his initiative! I'll certainly keep the other two in mind also.

Again, thanks for dropping by. It was good to see you. I'll continue to think about your project and be ready and willing to talk further when appropriate.

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All the best.



STANSFIELD TURNER  
Admiral, U.S. Navy

Enc.

Dean Lawrence Fouraker  
Harvard Business School  
Soldiers Field  
Boston, Massachusetts 02163

0 - Addressee w/encls

1 - DCI

1 - DDCI

1 - DDA *subj - DTR*

19 APR 1977

MEMORANDUM FOR: Director of Central Intelligence  
VIA: Deputy Director of Central Intelligence  
FROM: John F. Blake  
Deputy Director for Administration  
SUBJECT: Harvard University Management Courses

1. Action Requested: A letter for your signature is attached accepting Dean Fouraker's invitation to send a CIA officer to attend Harvard's Program for Senior Managers in Government from 31 July - 19 August 1977. This memorandum also seeks your approval to continue to send small numbers of CIA personnel to Harvard's Program for Management Development (PMD), but, based upon CIA's experience, not to the senior Advanced Management Program (AMP).

2. Background: In addition to the invitation to you from Dean Fouraker, the DDCI received a similar invitation from Professor Joseph Bower.

a. The description of the course suggests that much of its content would have relevance to CIA management issues. On the other hand, we have found these short courses to be quite expensive, particularly when viewed against current budget restraints. Accordingly, we would like to respond affirmatively to Harvard's invitation by sending one well-selected individual and, after attendance, to make a careful evaluation of the benefits of the program in the light of its cost before undertaking any further commitment.

b. Until 1974, CIA participated in both the AMP and the PMD. Agency participation in both courses (as well as similar courses in other universities) was reviewed carefully and cut back. The courses' content is heavily slanted toward business problems, and their application

SUBJECT: Harvard University Management Courses

to intelligence work and to management of CIA was deemed marginal. Accordingly, we are now sending one or two officers each year to the PMD and have dropped participation in the AMP completely. The four-month PMD now costs about \$8,900 per attendee and the three and one-half month AMP is approximately \$10,000.

3. Recommendation: That you sign the letter to Dean Fouraker accepting his invitation; that you approve continuing participation in the PMD not to exceed two individuals a year; and that you approve our nonparticipation in the AMP.

/s/ John F. Blake

John F. Blake

Att.

APPROVED: see ER 77-899/2A  
Director of Central Intelligence

DISAPPROVED: \_\_\_\_\_  
Director of Central Intelligence

DATE: \_\_\_\_\_

Director of Central Intelligence

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Washington, D. C. 20505

Dear Larry,

Thank you for your letter of 30 March inviting CIA participation in your Program for Senior Managers in Government. The description contained in your letter sounds as if the course will go far to help individuals bridge the gap between the worlds of business and government.

We are currently undertaking a competitive selection process in CIA which will identify one well-qualified nominee to the Program. You can be assured that our participant will make a solid contribution to the common learning process of this new program. Upon completion of the selection process, you will be hearing from the Chairman of our Training Selection Board.

As my deputy, Hank Knoche, received a similar invitation from Professor Joe Bower, this response will cover both letters of invitation.

Yours,

STANSFIELD TURNER  
Admiral, U.S. Navy

Dr. Lawrence E. Fouraker  
Dean  
Graduate School of Business  
Administration  
Harvard University  
Soldiers Field  
Boston, Massachusetts 02163

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HARVARD UNIVERSITY  
Approved For Release 2001/11/20 : CIA-RDP80-00473A000800010018-8  
GRADUATE SCHOOL OF BUSINESS ADMINISTRATION

GEORGE F. BAKER FOUNDATION

OFFICE OF THE DEAN

SOLDIERS FIELD  
BOSTON, MASSACHUSETTS 02163

March 30, 1977

Admiral Stansfield Turner  
Director  
Central Intelligence Agency  
Washington, D. C. 20505

Dear Stan:

My purpose in writing is to enlist your support for a new Harvard enterprise. Last year, the University initiated a program of midcareer education designed for experienced executives who hold positions of major responsibility in the public sector. Sponsored jointly by the Harvard Graduate School of Business Administration and the John F. Kennedy School of Government, the Program for Senior Managers in Government seeks to further the development of effective managerial attitudes and abilities. As a means of recruiting outstanding participants for this three-week Program, I am writing to you personally to ask for your help in this effort, for we need high-level support in order to achieve our goals.

The Program for Senior Managers in Government represents our belief that the value of management training in government is sufficiently great that the time of top-caliber senior executives will be released for such purposes, even in this busy administration. As described in the enclosed brochure, the Program emphasizes the development of a framework for systematically studying and resolving the key problems that face executives in the public sector within its complex constitutional and political context. Its curriculum is conceived in terms of five related core areas which are developed as overlapping views of the same managerial problems: the systematic analysis of large complex problems in their political context; the legislative and political process; managing the formulation of organizational purpose and resource allocation; building and using systems for measurement, evaluation, and control; and administrative practice. The faculty for this Program is comprised of some of the most talented members of the Schools of Business and Government.

We hope that you will find the Program of interest and that you will assist us by identifying one or more key people whom you feel would benefit by being with us this August. Although we are especially interested in high-ranking experienced executives, it is also important that the person chosen be truly talented. We believe that the curriculum we have put together will make a major contribution to the participants. But our experience also tells us that the caliber of the executives in the group is equally important to the Program's success. Indeed, last year's participants and faculty were very enthusiastic in their support of the Program,

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Admiral Stansfield Turner

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March 30, 1977

and many of them emphasized the contribution made by high-quality participants.

In particular, we are seeking applications from individuals in positions of high responsibility in the Federal government; from the executive departments and agencies, from the staffs of the White House, the OMB and other parts of the Executive Office of the President; from two or three leading members of the staffs of important congressional committees; a representation from executives in state and local government; and from a small number of executives from business whose areas of responsibility relate to government. The experience of all these people working together in a tough, well-designed program should be extremely valuable.

Please let me know if we can provide you with further information on the Program. We will be happy to answer any questions and look forward to hearing from you.

Sincerely,

*Lawrence E. Fouraker*  
Lawrence E. Fouraker  
Dean

LEF:gk  
Enclosure

*I appreciated the chance to explore an unlikely idea - if you think it is worth review I will be happy to take another step. The people you might want in some capacity are:  
Warren Batts, president, Mead Paper Co.  
Dick George, president, Litter Microwave  
Vernon Stansbury, Cummings Engine  
each has an MBA, is outstanding.*

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